7

July 6, 1923

6

Questionnaire

Memorandum Miss Voss

Attached is Questionnaire from Board of National Missions. Before beginning to work, I think it would be a good idea for you, Miss Torrense and I to get together and decide what points are "Field" "Organization" and "Treasury".

M. M. D.

Assistant Secretary

mms/ed

Please answer questions on these sheets where possible.
If other sheets are used, please give the serial number
or letter of the question to which reference is made.

Field Dept.

I. THE AMOUNT AND KIND OF MISSION WORK CONDUCTED.

7. * (a) Classification of mission enterprises and personnel.
(see forms attached)

(b) Personnel for local administration (as Superintendents of Synods, etc)
Append a list giving official designations and stating area covered by each and the type of service performed, and to whom responsible.

(c) Other personnel assigned to particular areas (as Evangelists, Promotion or Field Secretaries, etc.)
Append a list giving official designations and stating areas covered by each and the type of service performed, and to whom responsible.

II. HEADQUARTERS AND ADMINISTRATION PERSONNEL.

(a) Executive Officers
Append list giving official designations, statement of duties and salaries.

(b) Administrative and Executive Assistants (not including clerical workers)
Same information as under (a)

(c) Clerical Staff

Same information as under (a); indicate also office or officer to whom each is attached

III. FORM OF ORGANIZATION

(a) Organization of your Board:

Officers:

Standing Committees:

Special Committees:

Frequency of stated meetings and average duration:

III (con't)

Indicate the manner in which the Board, either acting as a whole or through committees, conducts its business.

What type of questions are acted upon by the Board directly, or by its committees, and what type are referred to the executive staff. In short, just how does the Board as a Board function in the carrying on of its work.

(b) Executive and Staff Organization

Furnish a chart or description of the operating organization of the Board, showing its divisions, departments, bureaus, offices, or other sub-divisions, indicating in what way they are related to each other and to the Board.

State the functions and personnel of each such sub-division.

III (con't)

Constituency

(c) **Field Organization**
In what way is the work of your Board related to Synods or Presbyteries?

Indicate the type of local organization in a synod or Presbytery, the amount of responsibility or authority which it has, and how it functions in relation to the work.

(d) Do you formally cooperate with any other Board or Agency in the conduct of any local mission enterprise? If so, describe.

7. ✳ With any other denomination or any interdenominational agency? If so, describe. (See also Question V)

With Woman's — — — Methodist Episcopal Church – Home for Chinese
Women and girls in San Francisco Bay Region
With Methodist, and — — — in Board for Christian Work in Santo Doming
Through Home Missions Council for religious work in Govt Indian Schools
With Committee on Cooperation in Latin America
Through Council of Women for Home Missions for migrant groups
Through Interdenominational Committee for immigrant work at Ellis Island

IV METHODS OF ADMINISTRATION AND OPERATION

(a) Financial policies and conduct of Treasurer's office

(1) Explain your procedure in handling of revenues;
How and by whom acknowledged;
How record is kept, etc.

(2) Explain your procedure in making payments;
Under what authorization does your Treasurer make payments;
By whom are checks signed;
Describe your method of checking the regularity and accuracy of payments;
In what way do you record payments made (e.g. book or card system)

(3) How are salary payments made? Monthly, semi-monthly, weekly? Are vouchers submitted by workers to whom salary is due? If so, attach sample voucher.

IV (con't)

(4) How are accounts submitted, authenticated and paid for travel expense and similar items?

(5) Revenues and Permanent Funds.

Append a copy of financial statement for year ended March 31, 1923, showing:

receipts applicable to your budget and source of same;
expenditures;
permanent and other funds held, showing purpose for which income from each such fund is used.

(6) How, and by whom, when and for what period is your budget of expenditures prepared?
How and when is budget appropriated?
In case of salaries, for what terms are salary grants usually made?
How is total amount to be appropriated in a given year determined?

(7) Who has custody of property owned by your Board?
Who has responsibility with respect to titles, insurance, upkeep, repairs, etc.?

Field Work Department under direction of Field Work Committee of the Board.

IV (con't)

Who acts for your Board in the purchase or sale of property? Treas —

Who acts for your Board in the erection of new buildings, approval of plans and contracts, purchase of building material, etc.?

Field Work Committee under special act of the Board.

7. * (8) What is your procedure with respect to purchase of general office supplies?

With respect to purchase of supplies required for use of schools, hospitals or other local institutions?

Requisitions received in February are studied by purchasing agency for price, quality, etc. Upon receiving this information executives of stations purchase either through the purchasing agency at headquarters or upon approval from headquarters through local merchants —

(9) Who handles matters respecting: (a) legacies

(b) annuities

Have you a definite policy with respect to the securing of annuity agreements?

To what use do you appropriate funds from legacies?

IV (con't)

(10) To what extent are specials within your budget assigned to the support of particular churches, societies or individuals?
Who is responsible for the assigning of specials?
What is the procedure followed in securing such pledges, in assignment, in cultivating the interest of the organization or individual accepting the assignment?

(11) What is the policy of your Board with respect to the soliciting or accepting of contributions for objects not included within your regular budget?

(12) What is your policy with respect to salvages which accrue under appropriations regularly made by you? (as where work is discontinued, workers resign, etc.)

7. * (13) Can you file with the committee a complete list of all properties used for mission purposes, title to which is held by your Board, with value for same?

See attached - Exhibit A

IV (con't)

7. * (b) Appointment of Missionaries and other workers.

1. How are they selected and by whom?

Selected by committee for appointment by Board after consideration of education, training and experience as shown in [illegible]

2. Who commissions them?

The Board

3. For what term are they usually commissioned?

Three years

4. What are the educational qualifications, if any, for different types of workers? — See attached sheet — Exhibit B.

What other stated qualifications?

For certain schools – College degree. (State requirement)
Good and regular standing in Evangelical Church
Evidence of [illegible] of [illegible]ship
See Report on Workers

5. Range of salaries paid for different types of workers.

See attached schedule – Exhibit C

6. State any specific elements of salary policy, as allowance for rent, travel, children, bonus for extended period of service, etc.

See attached statement Exhibit D

7. Who determines the salaries to be paid in particular instances?

The Field Work Committee of the Board.

8. Policy in re vacations for workers.

Average two months with salary – for commissioned workers

9. Policy in re payment of moving expenses.

If reasonable – paid by Board

IV (con't)

10. Policy in re payment of rent or living expenses.

Board provides house for all workers and for unmarried workers maintenance also.

11. Policy in re granting of leaves of absence, sabbatical year, etc.

Leave of absence without salary granted for approved cause
Leave of absence with salary for a year or less granted for illness or needed rest
Special grants with full salary for year or half year made to limited number workers for study subject to approval of courses by Field Work Dept.

12. Describe your recruiting policy in full.

None –

13. Are stated reports required from missionaries, and how frequently? If regular report forms are used, attach copies.

See attached Copies – Exhibit I

(c) Policy in re Office Employees.

1. Have you a stated salary schedule? If so, describe.

2. Vacation provision.

3. Other stated conditions of employment.

(d) Describe policy and organization for financial promotion.

(e) Describe policy and organization for education, publicity and advertising.

(f) Describe any other policies or methods of your Board which are essential for an intelligent understanding of your methods of operation.
Attach a copy of your last Annual Report.

V. INTERDENOMINATIONAL RELATIONSHIPS

(a) With what interdenominational bodies do you formally cooperate? How and for what purposes?

See III d (page 3)

(b) On what interdenominational bodies do you have formal representation? By whom represented?

(c) What are your financial obligations with regard to interdenominational bodies?

VI. OPERATING BUDGET FOR CURRENT YEAR

Append a copy of your detailed operating budget for the current year, showing the amount of proposed expenditure for each main division of your work.

Indicate particularly the amount which you will expend for each of the following:

Salaries of executive officers
Salaries of clerks and stenographers
Travel of executive officers
Travel of Board members
Rent
General office expenses
Literature
Advertising
Other promotion, educational and publicity expenses
Other general items (other than actual missionary expenditures on the field)

Append a copy of your last annual financial statement.

VII. AIMS AND OBJECTIVES

State what you regard to be the specific objectives of your work; that is, just what in particular terms are you attempting to accomplish through your various types of activities.

VIII. OFFICE SPACE

(a) Describe the amount of office space at headquarters which you use for your present force and activities.
Is this adequate? If not, how much additional space do you require?

(b) What other offices have you? Give place, amount of space in each, and reason for maintenance of each such other office.

(c) If office is rented, when does your present lease expire?

IX PUBLICATIONS OF YOUR BOARD

(a) **Periodicals.**

Append a copy of a recent issue of each of your regular periodical publications, stating for each:

The frequency of its issue;
Constituency for which designed;
Purpose
Circulation
Net cost
By whom edited

(b) Other literature published by the Board.

Append statement of number of pamphlets, leaflets, etc. published during last year giving for each:

Number issued
For whom intended
How circulated

(d) Do you issue any of the following

Clip sheet or other regular publicity service for papers and magazines
Multigraphed, mimeographed or printed letters for circularization
Bulletins for workers
Other information bulletins

(d) How many different stereopticon lectures has your Board on its work?
Total number of showings of such lectures last year.

X. ANNUAL CONFERENCES

(a) Stated conferences regularly conducted by your Board, giving for each:

Usual place and date:
For whom intended
Purpose
Operation
Usual attendance
How expenses are defrayed
Average cost to Board

X (con'td)

(b) Stated conferences not conducted by your Board but in which you regularly cooperate
Indicate by whom and under what auspices conducted
Also, information asked for under (a) above

XI. SUGGESTIONS AS TO THE DEPARTMENTS UNDER NATIONAL BOARD

(a) What departments, bureaus, offices or other sub-divisions other than those provided for in the form of Organization of the National Board as approved by the General Assembly do you regard as necessary for the proper conduct of the work now being conducted by you?

(b) What suggestions have you to make as to the relation of this work to other phases of the Board's work?

(c) What sub-committees of the Board do you regard as necessary for its proper conduct?

IV. (a) (1)

All mail for the Woman's Board is delivered to a locked box in the Treasury Department. One clerk is appointed to handle the mail for all the Woman's Board offices, and deliveries are made several times a day to the various offices.

The mail for the Treasury office is delivered direct to the Treasurer, opened by a clerk in her presence, read and sorted by the Treasurer, and all amounts of cash, money orders, drafts, checks, etc., entered in a day book in the presence of the Treasurer.

The checks, drafts, money orders, etc., are then collected and passed to one clerk, and all letters relating to the day's work to another clerk. The one who receives the checks makes out the bank deposit for the day. The other clerk makes a statement of receipts from the letters, and the daily statements of the two clerks must agree.

All income is acknowledged by Board receipts in the name of the Treasurer, often supplemented by a letter. The clerk who writes the receipts with her assistant, immediately begins to post these receipts in detail on the presbyterial and synodical journal. Postings are made in different colors for different months for convenience in compiling reports, and loose-leaf sheets are used, allowing comparison of receipts from all the organizations of one church, for a period of five years or more. At the end of the month these journals are footed and proven with the general ledger control accounts. The total receipts of presbyterials and synodicals are made up at the end of each month and placed on a system of card records and these card records are added and proven with the general ledger control account.

A bookkeeper enters records of receipts in the cash book from the compiled daily proof of the receipt clerk, and the chief bookkeeper then posts these items in the general ledger and draws off a trial balance at the close of every month.

The chief bookkeeper at the close of every month returns to the Treasurer, and the Treasurer to the Board, a complete comparative statement of receipts and expenditures, cummulative including the last day of the month.

The bookkeepers each month reconcile the bank accounts as between the books of the Board and the bank depositories, and show the complete list of outstanding checks by number and amount.

The Woman's Board is also the collection agency for the Woman's Department of the Board of Missions for Freedmen, and also for Immigrant Work, which is carried on independently by women's presbyterial and synodical societies.

The labor involved in receiving and expending these large funds is a part of the administrative expense of the Board although it derives no income from the handling of these funds except one salary of $70 per month from the Woman's De-

IV. (a) (1) (continued)

partment of the Freedmen Board. Receipts for these two items constitute about 25% of the Board's total receipts. ✓

IV. (a) (2)

In handling expenditures authority is first granted by a Board vote giving the Treasurer power to pay all administrative expenses according to the budget passed by the Board. The Field Work Department is granted a budget for the conduct of its work, and a copy of this detailed budget is given to the Treasurer. The Treasurer is then furnished with a list of the salaries granted to the workers on the field, for the year. The Field Work Department supplies workers with salary vouchers which when received in the Treasury office are paid without further O.K.. Every other expense of the Field must bear the O.K. of the Field Worker contracting such a debt, and of the duly authorized agent of the Field Work Department, accepted by the Board.

These bills are then brought to the Treasury for payment and carefully checked as to their correctness of detail. They are then passed to the payment clerk who places the check number on each voucher,- check number being supplied by an automatic number machine,- this number corresponding with the number of the check issued in payment of the bill.

The checks used are made in blocks of five in the loose-leaf method, and are written on the typewriter making a carbon copy. This carbon copy is kept as a permanent record of the actual check itself. The Board's check is designed in itself to be a letter of advice and payment of a certain bill, and the endorsement thereon means a legal receipt in full. It is also self-addressing, as window-style envelopes are used.

The check after being written with the voucher, is passed to the chief clerk who examines the voucher and check as to correctness, places an O.K. on the voucher and returns the voucher to the mailing clerk. The check is turned over to the Treasurer for her signature who, after signing, passes check to the mailing clerk who again compares the voucher with the check before mailing.

The Treasury office of the Woman's Board pays all bills for goods purchased by the schools except some petty cash items. The Board thus has actual knowledge at all times of the goods that are being used and the prices paid for them, and also knows that the schools are not contracting obligations in excess of their budget allowance. This method also enables the Board to take advantage of discounts which would otherwise be lost.

The regularity of the checks issued by the Board is governed by the receipt of bills and vouchers from the field. The Treasury office endeavors to mail checks for vouchers received in the morning on the same day, or, if not, on the following day.

The Treasury office system is governed by a thorough internal check on both receipts and disbursements and proven by the Board's auditors, Messrs. Price, Waterhouse & Company, New York.

IV. (a) (2) (continued)

The basic principle of this check is that no one person is held responsible for all or any transaction,- each transaction being so checked internally that there are sometimes as many as four checks on items of income and disbursements.

The Finance Committee, of which the Treasurer is a member, contracts all funds and securities held by the Board. Minute records are kept of all transactions regarding funds, authorization for purchase and sale of securities, etc., and Board sanction is secured on all matters regarding these funds and securities. ✓

IV. (a) (3)

The salaries of Field Workers are paid monthly by check upon presentation of properly executed vouchers (sample attached).

The salaries of the officers of the Board are paid semi-monthly by check.

The salaries of clerks are paid weekly in cash.

IV. (a) (4)

Accounts for travel expenses of Field Secretaries and speakers are submitted through the Secretary's office with the O.K. of the General Secretary or Assistant Secretary, and are charged to the appropriation for Field Secretaries.

Travel expenses of Executive Officers, other Board members and Administrative Officers are submitted by them individually, paid on the O.K. of the Treasurer and charged to the appropriations for Travel Officers and Travel Board Members.

Travel expenses of the Field Work Superintendent and her assistant are paid from the appropriation for Travel Teachers.

Travel expenses of Field Workers are submitted with the O.K. of the Field Work Department, paid and charged to the account of Travel Teachers.

IV. (a) (8)

The Treasurer, according to the by-laws of the Board, orders and pays for general office supplies within the budget allowances. All these purchases are kept in the Stockroom and the offices are supplied on requisitions to the Treasurer signed by the head of each department. These requisitions are then charged to the department requesting same, and the ledger shows the actual amount used at the close of every fiscal year instead of the amount purchased. The balance in stock remaining at the close of the year, appears as an inventory asset on the books.

IV. (a) (9)

The Treasury Department under the direction of the Finance Committee handles all correspondence and details representing annuities and legacies.

Annuity Agreements (copy attached) are issued in accordance with the schedule of uniform rates adopted by all the Boards of the Church.

Funds from legacies which are undesignated in the bequest are placed in the Legacy Reserve Fund and appropriated by a Board vote to the erection of new buildings, or to repairs and improvements, or other current work on the field.

IV. (a) (12)

Salvages which accrue under appropriations are transferred by the Field Work Department on the approval of the Field Work Committee, to some other part of the work under the budget where expenditures have exceeded appropriations because of emergency or changed conditions in these fields.

V. (c)

✓

Financial obligations of the Woman's Board to interdemoninational bodies:

1.	Board for Christian work in Santo Domingo	$10,000.00
2.	Religious work in government schools	1,000.00
3.	Latin American Committee	950.00
4.	Council of Women for Home Missions	
	a. Annual grant	75.00
	b. Farm and Cannery Migrants	2,500.00
	Total	$14,520.00

VIII. (a)

Offices of the Woman's Board occupy space on the sixth floor of 156 Fifth Avenue to the amount of 5,694 square feet, and on the fourth floor of 156 Fifth Avenue, 400 square feet. This space is adequate in amount but the location of two rooms on the fourth floor which should be in close proximity to the Field Work Department, is unsatisfactory.

VIII. (b)

The Woman's Board maintains a Pacific Coast office, (360 square feet) and situated at 278 Post Street, San Francisco, California, for purposes of promotion and the sale and distribution of literature. The rent is $600 per year.

The Board also maintains an office on the thirteenth floor of the Temple Building, 77 West Washington Street, Chicago, Illinois, —— square feet. The amount for rental is still under discussion. This office is maintained for the purposes of promotion.

VIII. (c)

The lease of the offices of the Woman's Board expired on May 1, 1923 and no lease is in force at present. A monthly rental is being paid for space on the sixth floor, amounting to $947 per month, and for space on the fourth floor, amounting to $42 per month; total $989 per month.

✓

The Board understands that this represents $3 per square foot with 1/3 off.

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Questionnaire

File with
work copy of
Questionnaire

✓	75,000	Normal
✓	50.000	Pease
✓	250.000	Home
✓	40.000	Church ✓
✓	20.000	Pres House
?	10.000	Farmers ✓
?	25.000	Inf
	~~15.000~~	~~Store~~ B.
	6 000	~~Practice~~ old Cottage
	8 000	New "
✓	1,000	Garage
	500.000	
	250.000	Land
	$750,000	

Asheville appraisal

I. 89.

YOUNG PEOPLE'S DEPARTMENT
in
BOARD OF NATIONAL MISSIONS
(Suggested plan)

In view of the fact that the Department of Young People's Work of the Woman's Board of Home Missions is involved in the reorganization of the Boards of the Church, the Woman's Board of Home Missions would make the following statement and recommendations:

The Department for Young People's Work has functioned for thirty years, cooperating in every way possible with similar departments of other Boards as they have come into existence. It has been a training school which has educated the young people, has developed officers for the woman's organizations, leaders of missionary groups of children, young people, Westminster Guild, teachers of mission study classes, etc. It has been a means of enlisting the interest and cooperation of many parents in missions through interesting their children in these great enterprises of the church. Through the money gifts of the various organizations it has also been an increasingly dependable financial asset for the Woman's Board. The amount credited through it during the first year was $32., the record for 1922-23 shows the total of $132,758.00 contributed for schools, hospitals and community work. About 600 synodical and presbyterial secretaries are giving volunteer service for the presentation of missionary work to the various groups of young people and in addition an army of leaders of local societies are stimulating interest.

The reorganization of the Boards will bring this department into new relationships. In the plan for the Board of National Missions provision has been made for a "Department of Promotion of Women's and Young People's Organizations". (See Report on Reorganization and Consolidation of the Boards and Agencies of the Presbyterian Church, U.S.A., III, F "Division of General Promotion" (b)

The officers and committees responsible for the various groups of young people, among which the Woman's Board has worked in promoting missions, have considered carefully how this work can be done most efficiently in the future and have reached the conclusion that the promotion of work for all young people should be correlated and set up in a department separate from the Promotion of Women's Organizations. In order that there may be a unified program for the local young people it seems desirable for the Board of National Missions to set up a Young People's Department which may cooperate in all ways with the Board of Foreign Missions and Board of Christian Education in making out programs, etc. It is thought, however, that this department and the department of Promotion of Women's Organizations should be so closely connected that there will be one continuous course in missionary training and promotion from the youngest children through the different age groups, whether in college, Christian Endeavor, Westminster Guild for World Service on to the Woman's Missionary Society.

That the missionary interest and gifts of young people may be conserved the Woman's Board of Home Missions made recommendations to the Committee on Reorganization; and it would at this time offer more detailed suggestions as to the development of the work for young people.

Outline for Young People's Department in Board of National Missions.

I. There shall be a Young People's Department under the Board for the promotion of National Missions in the young people's organizations with an executive secretary and such associate secretaries as are needed.

II. The executive secretary (woman if possible) for young people's work shall be responsible for the policies of this department and for the representation of the Young People's Department in all Board and inter-board councils. This secretary shall coordinate the work of the department, shall correlate the work of this department with that of other departments of this Board and shall correlate its program for young people with that of the Board of Foreign Missions and with that of the Board of Christian Education.

III. 1 - An associate secretary (man or woman) shall be responsible for the promotion of missionary interest in Sunday Schools, C. E. Societies and children's organizations and shall assign to them for support such objects as shall be mutually agreed upon by the Divisions of the Board of National Missions.

2 - An associate secretary (woman) shall be responsible for the promotion and cultivation of Westminster Guild for World Service and young women's missionary societies and shall assign to them for support objects under the Division of Schools and Hospitals. Girls' Sunday School classes organized as expressional groups and choosing Westminster Guild for World Service as their program shall be under the care of this secretary.

3 - There shall be two secretaries (man and woman) who shall be responsible for the presentation of National Missions to the students in colleges and universities. (See paper on Student Work).

IV. There shall be a committee of three members of the Board which shall act in an advisory capacity to the Department as a whole and to each of its several sub-divisions (e.g. See paper on Student Work, paragraph 9). At least one of the representatives shall be one of the Board members on the National Council of Westminster Guild for World Service.

V. That there may be a unified program for Young People's Work there shall be established an executive council, composed of secretaries of the Young People's Departments of the Boards of Foreign Missions, National Missions and Christian Education. This council shall elect its own chairman, shall meet at least four times a year and shall plan an effective program for the young people of the Church and see that the secretaries of each Board carry out their part.

VI. There shall be an advisory committee composed of nine members, three from the Board of Foreign Missions, three from the Board of National Missions, and three from the Board of Christian Education, appointed by the respective Boards. The young people's committee of the Board of National Missions shall be the three members from that Board on this advisory committee. The members of this committee shall carry to their respective Boards any plans needing the indorsement of said Boards.

PROMOTION

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,

Church Y. P. W. M. Soc.

,
,

Sunday School Y. P. Organization Student Work

,
,

L.L.B. & L.B. C.E. W.G.W.S. Y.W.

This chart is intended to show how the Department of Young People's Work falls under the Division of General Promotion. The young people have a two fold relationship - to the Church as individual members and to the women's presbyterial and synodical societies as organized groups.

The young people are found in the three sections indicated above - Sunday Schools, young people's organizations and colleges, each having some missionary program which must be promoted through the Board. Moreover, under the young people's organizations are grouped Little Light Bearers, Light Bearers, Christian Endeavor, Westminster Guild for World Service and young women's societies, the latter two very closely allied with the women's organizations as being the logical feeders for the mature societies, (as dotted lines indicate).

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Questionnaire

July 7, 1923.

Miss Annie Hyatt
Pocono Manor P.O.
Pennsylvania

My dear Miss Hyatt:

The Sub-Committee appointed by the Executive Committee of the Board of National Missions to work out policies for the Board has sent to each Board the enclosed questionnaire. I am sending you a copy thinking that you may want to make some comments on this. I am referring, however, to each department the questions concerning the work under its immediate direction. The date set for the return of this is August 1st but as I am eager to have Mrs. Bennett see it before it is turned in and as she goes away on July 14th we are going to try to complete the questionnaire ~~this~~ next week.

Cordially yours,

s:mk

Assistant Secretary.

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Cor. with Bd members.

July 9, 1923.

Mrs. A. W. Corning
Kirk Lawn Inn
Rye, New York

My dear Mrs. Corning:

I am enclosing a copy of the Questionnaire sent by the Board of National Missions. As Mrs. Bennett leaves the fourteenth and will not be back until the middle of August and this has to be in the hands of the Committee by August first, we are trying to complete it this week. If you have any suggestions, we shall be glad to have them.

Very sincerely yours,

Assistant Secretary.

MMS/ED

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2.

August 27, 1923

Mr. H. Morse,
156 Fifth Avenue,
New York, N. Y.

My dear Mr. Morse:-

We regret that our questionnaire has been a bit delayed in reaching you. If our answers to the questions are not clear to you I shall be glad to have you ask me for further explanation. We tried to make them short and in doing so we may in some instances have failed to make them clear.

Blessings on you as you reorganize the Boards !

Faithfully yours,

General Secretary

d/k

Reorganization 4 Q.
Questionnaire

I. THE AMOUNT AND KIND OF MISSION WORK CONDUCTED

Ques. (a) Classification of mission enterprises and personnel (See forms attached)

Ans. Exhibit A

Ques. (b) Personnel for local administration (As Superintendents of Synods, etc.) Append a list giving official designation and stating area covered by each and the type of service performed, and to whom responsible.

Ans. No local administration of any of the work carried on by the Woman's Board of Home Missions. All administration is from headquarters.

Ques. (c) Other personnel assigned to particular areas (as Evangelists, Promotion or Field Secretaries, etc. Append a list giving official designations and stating areas covered by each and the type of service performed, and to whom responsible.

Ans. Field (promotional) Secretaries are directed from headquarters. One is located at Chicago, but no definite field for cultivation has been assigned that office.

II. HEADQUARTERS AND ADMINISTRATION PERSONNEL

Ques. (a) Executive Officers
Append list giving official designation, statement of duties and salaries.

Ans. List appended with Constitution and By-Laws giving duties of officers.

Ques. (b) Administrative and Executive Assistants (not including clerical workers)
Same information as under (a)

Ans. List appended
Included in answer to (a)

Ques. (c) Clerical Staff
Same information as under (a); indicate also office or officer to whom each is attached.

Ans. Appended

III. FORM OF ORGANIZATION

Ques. (a) Organization of your Board

ANS. Officers:

President
First Vice President
Second Vice President
Third Vice President
Recording Secretary

Standing Committees:

Budget
Christian Social Service
Devotional and Public Meeting
Field Work
Finance
Literature
Missionary Education
Nominating
Student Work
Westminster Guild
Young People's Work

Special Committees
Appointed as needed

Ques. Frequency of stated meetings and average duration

Ans. ~~Bi~~ Semi-monthly meetings between September 15th and June 15th. - 4 hours

Ques. Indicate the manner in which the Board, either acting as a whole or through committees, conducts its business.

Ans. The various officers take important matters to the standing committee appointed for supervision of work of department; matters requiring action are taken by the committee or the officer to the Board for consideration or approval. Organization matters are taken direct by the General Secretary to the Board.

Ques. What type of questions are acted upon by the Board directly, or by its committees, and what type are referred to the executive staff. In short, just how does the Board as a Board function in the carrying on of its work.

Ans. Budget matters, transfer of funds from different accounts, purchase and sale of property, erection of buildings, letting of contracts, opening and closing of stations, appointments, list of securities approved by Finance Committee, matters of general policy for field and organization, are taken to the Board. Expenditures under the budget after appropriations are made, ordinary matters of detail in administering the field, purchase of equipment, minor educational policies, all promotional activities, appointment of clerical help and salaries, are referred to administrative officers.

Ques. (b) Executive and Staff Organization
Furnish a chart or description of the operating organization of the Board, showing its divisions, departments, bureaus, offices, or other sub-divisions, indicating in what way they are related to each other and to the Board.

Ans. Chart attached - Exhibit B

Ques. State the functions and personnel of each such sub-division.

Ans. For function of officers or duties of departments see Constitution and By-Laws, pages 7 - 11, attached.
Personnel appears on chart.

Ques. (c) Field Organization
In what way is the work of your Board related to Synods or Presbyteries?

Ans. Presbyterian women organized into synodical, presbyterial and local missionary societies constitute the constituency of the Board and the supporters of the work; these societies are auxiliary to the Board, receive their apportionments and special objects for support from the Board and transmit gifts through the presbyterial treasurers to the Board for distribution to the mission field.

Ques. Indicate the type of local organization in a synod or presbytery, the amount of responsibility or authority which it has, and how it functions in relation to the work.

Ans. Answered in part above. Synodical Presidents are advisory vice-presidents of the Board, have the privilege of the floor at Board meetings but without vote. Synodical and presbyterial societies have no authority over the national work, but may be represented on advisory committees for work within bounds of synod.

Ques. (d) Do you formally cooperate with any other Board or Agency in the conduct of any local mission enterprise? If so, describe.

Ans. Pay the salary of two workers commissioned by the Board of Home Missions for work on the Gogebic Iron Range; cooperate in summer work at Mesaba Range to the extent of several hundred dollars.

Ques. With any other denomination or any interdenominational agency? If so, describe. (See also Question V)

Ans. With the Woman's Home Missionary Society of the Methodist Episcopal Church - Work for Chinese women and girls in the San Francisco Bay Region.
With Methodist and United Brethren on Board for Christian Work in Santo Domingo.
Through Home Missions Council for religious work in Government Indian Schools with Committee on Cooperation in Latin America.
Through Council of Women for Home Missions for Migrant groups.
Through Interdenominational Committee for Immigrant Work at Ellis Island.

IV. METHODS OF ADMINISTRATION AND OPERATION

Ques. (a) Financial policies and conduct of Treasurer's office
(1) Explain your procedure in handling of revenues
How and by whom acknowledged
How record is kept, etc.

Ans. All main for the Woman's Board is delivered to a locked box in the Treasury Department. One clerk is appointed to handle the mail for all the Woman's Board offices, and deliveries are made several times a day to the various offices.

The mail for the Treasury office is delivered direct to the Treasurer, opened by a clerk in her presence, read and sorted by the Treasurer, and all amounts of cash, money orders, drafts, checks, etc. entered in a day book in the presence of the Treasurer.

The checks, drafts, money orders, etc. are then collected and passed to one clerk, and all letters relating to the day's work to another clerk. The one who receives the checks makes out the bank deposit letters, and the daily statements of the two clerks must agree.

All income is acknowledged by Board receipts in the name of the Treasurer, often supplemented by a letter. The clerk who writes the receipts with her assistant, immediately begins to post these receipts in detail on the presbyterial and synodical journal. Postings are made in different colors for different months for convenience in compiling reports, and loose-leaf sheets are used, allowing comparison of receipts from all the organizations of one church, for a period of five years or more. At the end of the month these journals are footed and proved with the general ledger control accounts. The total receipts of presbyterials and synodicals are made up to the end of each month and placed on a system of card records and these card records are added and proven with the general ledger control account.

A bookkeeper enters records of receipts in the cash book from the compiled daily proof of the receipt clerk, and the chief bookkeeper then posts these items in the general ledger and draws off a trial balance at the close of every month.

The chief bookkeeper at the close of every month returns to the Treasurer, and the Treasurer to the Board, a complete comparative statement of receipts and expenditures, cummulative including the last day of the month.

The bookkeeper each month reconcile the bank accounts as between the books of the Board and the bank depositories, and show the complete list of outstanding checks by number and amount.

The Woman's Board is also the collection agency for the Woman's Department of the Board of Missions for Freedmen, and also for Immigrant Work, which is carried on independently by woman's presbyterial and synodical societies. The labor involved in receiving and expending these large funds is a part of the administration expense of the Board although it derives no income from the handling of these funds except one salary of $70. per month from the Woman's Department of the Freedmen Board. Receipts for these two items constitute about 25 per cent. of the Board's total receipts.

Ques. (2) Explain your procedure in making payments;
Under what authorisation does your Treasurer make payments;
By whom are checks signed;
Describe your method of checking the regularity and accuracy of payments;
In what way do you record payments made (e.g. book or card system)

Ans. In handling expenditures authority is first granted by a Board vote giving the Treasurer power to pay all administrative expenses according to the budget passed by the Board.

The Field Work Department is granted a budget for the conduct of its work, and a copy of this detailed budget is given to the Treasurer. The Treasurer is then furnished with a list of the salaries granted to the workers on the field for the year. The Field Work Department supplies workers with salary vouchers which when received in the Treasury office are paid without further O.K. Every other expense of the Field must bear the O.K. of the Field worker contracting such a debt, and of the duly authorised agent of the Field Work Department, accepted by the Board. These bills are brought to the Treasury for payment and carefully checked as to their correctness of detail. Then they are passed to the payment clerk who places the check number on each voucher - check number being supplied by an automatic number - this number corresponding with the number of the check issued in payment of the bill.

The checks used are made in blocks of five in the loose-leaf method, and are written on the typewriter making a carbon copy. This carbon copy is kept as a permanent record of the actual check itself. The Board's check is designed in itself to be a letter of advice and payment of a certain bill, and the endorsement thereon means a legal receipt in full. It is also self-addressing, as window-style envelopes are used.

The check after being written with the voucher, is passed to the chief clerk who examines the voucher and check as to correctness, places an O.K. on the voucher and returns the voucher to the mailing clerk. The check is turned over to the Treasurer for her signature who, after signing, passes check to the mailing clerk who again compares the voucher with the check before mailing.

The Treasury office of the Woman's Board pays all bills for goods purchased by the schools except some petty cash items. The Board thus has actual knowledge at all times of the goods that are being used and the prices paid for them, and also knows that the schools are not contracting obligations in excess of their budget allowances. This method also enables the Board to take advantage of discounts which would otherwise be lost.

The regularity of the checks issued by the Board is governed by the receipt of bills and vouchers from the field. The Treasury office endeavors to mail checks for vouchers received in the morning on the same day, or, if not, on the following day.

The Treasury office system is governed by a thorough internal check on both receipts and disbursements and proven by the Board's auditors, Messrs. Price, Waterhouse & Company, New York.

The basic principle of this check is that no one person is held responsible for all of any transaction - each transaction being so checked internally that there are sometimes as many as four checks on items of income and disbursements.

The Finance Committee, of which the Treasurer is a member, contracts all funds and securities held by the Board. Minute records are kept of all transactions regarding funds, authorisation for purchase and sale of securities, etc., and Board sanction is secured on all matters regarding these funds and securities.

Ques. (3) How are salary payments made? Monthly, semi-monthly, weekly? Are vouchers submitted by workers to whom salary is due? If so, attach sample voucher.

Ans. The salaries of Field workers are paid monthly by check upon presentation of properly executed vouchers (sample attached)

The salaries of the officers of the Board are paid semi-monthly by check.

The salaries of clerks are paid weekly in cash.

Ques. (4) How are accounts submitted, authenticated and paid for travel expense and similar items?

Ans. Accounts for travel expenses of Field Secretaries and speakers are submitted through the secretary(s office with the O.K. of the General Secretary or Assistant Secretary, and are charged to the appropriation for Field Secretaries.

Travel expenses of Executive Officers, other Board members and Administrative Officers are submitted by them individually, paid on the O.K. of the Treasurer and charged to the appropriations for Travel Officers and Travel Board Members.

Travel expenses of the Field Work Superintendent and her assistant are paid from the appropriation for Travel Teachers.

Travel Expenses of Field Workers are submitted with the O.K. of the Field Work Department, paid and charged to the account of Travel Teachers.

Ques. (5) Revenues and Permanent Funds.
Append a copy of financial statement for year ended March 31, 1923, showing:
Receipts applicable to your budget and source of same;
Expenditures;
Permanent and other Funds held, showing purpose for which income from each such fund is used.

Ans. Copy appended.

Ques. (6) a. How, and by whom, when and for what period is your budget of expenditures prepared?
b. How and when is budget appropriated?
c. In case of salaries, for what terms are salary grants usually made?
d. How is the total amount to be appropriated in a given year determined?

Ans. a. How - Preliminary Field, Christian Social Service and Operating Budgets prepared by the Superintendent of Field Work, the Secretary for Christian Social Service and the General Secretary respectively in conference with other officers and submitted to committees for consideration; committees pass on budgets and refer to Budget Committee, which considers need of field and giving power of constituency and recommends definite budget to Board for approval. When - preceding July to September - year
b. Operating, Christian Social Service, July to September, Field Work - appropriated at the beginning of fiscal year.

c. For missionaries- three year contract or indefinite period.
For office-one year

d. Comparison with expenditures of previous year, program to be carried out, and receipts expected.

Ques (7) a. Who has custody of property owned by your Board?
b. Who has responsibility with respect to titles, insurance, upkeep, repairs, etc.?

Ans. a. The Board
b. Field Work Department under direction of Field Work Committee of the Board.

Ques. Who acts for your Board in the purchase or sale of property?
Who acts for your Board in the erection of new buildings? approval of plans and contracts, purchase of building material, etc.?

Ans. Field Work Committee under special act of Board.

Ques. (8) a. What is your procedure with respect to purchase of general office supplies?
b. With respect to purchase of supplies required for use of schools, hospitals, or other local institutions?

Ans. a. The Treasurer, according to the By-laws of the Board, orders and pays for general office supplies within the budget allowances. All these purchases are kept in the stockroom and the offices are supplied on requisitions to the Treasurer signed by the head of each Department. These requisitions are then charged to the department requesting same, and the ledger shows the actual amount used at the close of every fiscal year instead of the amount purchased. The balance in stock remaining at the close of the year, appears as an inventory asset on the books.

b. Requisitions received in February are studied by purchasing agency for prices, quality, etc. Upon receiving this information executives of stations purchase either through the purchasing agency at headquarters or upon approval from headquarters through local merchants.

Ques. (9) a. Who handles matters respecting legacies
b. Have you a definite policy ~~with respect to the securing of annuity~~ with respect to the securing of annuity agreements?
c. To what use do you appropriate funds from legacies?

Ans. a. The Treasury Department under the direction of the Finance Committee handles all correspondence and details representing annuities and legacies.

b. Annuity Agreements [illegible] issued in accordance with the schedule [illegible] papers, through [illegible] Board members, synodical and presbyterial officers and speakers.

c. Funds from legacies which are undesignated in the budget are placed in the Legacy Reserve Fund and appropriated by a Board vote to the erection of new buildings, or to repairs and improvements, or other current work on the field.

Ques. (10) a. To what extent are specials within your budget assigned to the support of particular churches, societies or individuals?
b. Who is responsible for the assigning of specials?
c. What is procedure followed in securing such pledges, in assignment, in cultivating the interest of the organization or individual accepting the assignment?

Ans. a. Of the budget of $1,050,000. (total budget $1,120,000.) assigned to societies for 1923-24, approximately $290,000. has been assigned to synodical, presbyterial and local societies for salaries of definite missionaries; scholarships in definite schools, but not for individual pupils; expenses at particular schools, hospitals, community stations; $130,830 to young people's organizations for their particular objects; $120,000. has been assigned for buildings under the budget though particular buildings have not been assigned; $502,795 in the budget is for general fund and is undesignated, but even this is assigned through apportioning a definite amount to each synodical society, for distribution to presbyterial societies and through them to local organizations (see sample of apportionment sheet attached)

GENERAL OBJECTS FOR ORGANIZATION

1923 - 1924

THE SAME IN ALL SYNODICAL SOCIETIES

WOMEN'S SOCIETIES	(Summer Offering for (Medical Work of the Woman's Board
WOMEN'S SOCIETIES	(Emergency Fund (One Dollar from each society
YOUNG WOMEN'S SOCIETIES	(Training School for Native Nurses, (Presbyterian Hospital, San Juan, Porto Rico
WESTMINSTER GUILD	(Haines House, Haines, Alaska (Boydston Practice Cottage, (Dorland-Bell School, Hot Springs, N. C. (General Expenses, Ganado Station, Ganado, Arizona (Vedado School, Cuba (General Expenses, Home for Chinese Girls, (Oakland, California (General Expenses, Marina Neighborhood House, (Mayaguez, Porto Rico
LIGHT BEARERS AND BANDS	(Scholarship Fund, (Sheldon Jackson School, Sitka, Alaska
LITTLE LIGHT BEARERS	(Primary Department, Kirkwood Memorial School, (Ganado, Arizona
INTERMEDIATE C. E.-S	(Salary, Miss Ida Pyland, Sancti Spiritus, Cuba
JUNIOR C. E.-S	(Children's Ward, Presbyterian Hospital, (San Juan, Porto Rico

(Y. P. and C. E. SOCIETIES - Objects designated on salary and scholarship pledge sheets)

——————SYNODICAL 1923 -1924

APPORTIONMENTS

The following apportionments are based upon the budget granted to the Woman's Board of Home Missions by the Executive Commission of the General Assembly on November 20, 1922.

- - - -

CURRENT WORK

Support of missionaries		$13,900.-
Scholarships		5,205.-
Expenses -	Sheldon Jackson School, Sitka, Alaska.	400.-
	Wasatch Academy, Mt. Pleasant, Utah...	600.-
Designated objects and other contributions of		
	Young Peoples Societies	2,000.-
	Westminster Guild	1,600.-
	Y. W.	400.-
	L. B.	200.-
GENERAL FUND		16,595.-
	TOTAL	40,900.-
BUILDING FUND		5,100.-
	GRAND TOTAL	$46,000.-

b. General Secretary's office.

c. Apart from synodical apportionments sent out in the fall no special effort is made to secure pledges; scholarship letters are sent out from the schools twice a year to scholarship holders; workers write twice a year to salary holders.

Ques. (11) What is the policy of your Board with respect to the soliciting or accepting of contributions for objects not included within your regular budget ?

ANS. Gifts for objects outside the budget are accepted, but it is the policy of the Board to solicit only contributions within the budget. Dormitory supplies, including table and bed linen, towelling, rag rugs, etc. for specific stations assigned societies as extras upon request and by them sent direct direct to field as special gifts.

Ques. (12) What is your pålicy with respect to salvages with accrue under appropriations regularly made by you? (as where work is discontinued, workers resign, etc.)

Ans. Salvages which accrue under appropriations are transferred by the Field Work Department on the approval of the Field Work Committee of the Board to some other part of the work under the budget where expenditures have exceeded appropriations because of emergency or changed conditions in these fields.

Ques. (13) Can you file with the Committee a complete list of all properties used for mission purposes, title to which is held by your Board, with value for same?

Ans. See attached Exhibit E.

Ques. (b) Appointment of Missionaries and other workers.

1. How are they selected and by whom?

Ans. Selected by committee for appointment by Board, after consideration of education, training, and personality as shown in records and xxxxxxx credentials.

Ques. 2. Who commissions them?

Ans. The Board

Ques. 3. For what term are they usually commissioned?

Ans. Three years

Ques. 4. What are the educational qualifications, if any, for different types of workers?

Ans. See attached sheet Exhibit F

Ques. What other stated qualifications ?

Ans. For certain schools college degrees (state requirement)
Good and regular standing in Evangelical Church
Evidence of qualities of leadership See Report on [illegible].

Ques. 5. Range of salaries paid for different types of workers.

Ans. See attached schedule - Exhibit C

Ques. 6. State any specific elements of salary policy, as allowance for rent, travel, children, bonus for extended period of service, etc.

Ans. See attached statement Exhibit D

Ques. 7. Who determines the salaries to be paid in particular instances?

Ans. The Field Work Committee of the Board.

Ques. 8. Policy in re vacations for workers.

Ans. Average two months with salary for commissioned workers.

Ques. 9. Policy in re payment of moving expenses.

Ans. If reasonable paid by Board.

Ques. 10. Policy in re payment of rent or living expenses.

Ans. Board provides house for all workers and for unmarried workers maintenance also.

Ques. 11. Policy in re granting of leaves of absence, sabbatical year, etc.

Ans. Leave of absence without salary granted for approved cause. Leave of absence with salary for a year or less granted for illness or needed rest. Special grants with full salary for year or half year made to limited number workers for study subject to approval of course by Field Work Department.

Ques. 12. Describe your recruiting policy in full.

Ans. No definite policy. Student Department through visits to colleges recruits to some extent for the field.

Ques. 13. Are stated reports required from missionaries, and how frequently? If regular report forms are used, attach copies.

Ans. See attached copies - Exhibit E.

Ques. (c) Policy in re Office Empolyees.

1. Have you a stated salary schedule? If so, describe.

Ans. No, except that recognition is given for length of service.

Ques. 2. Vacation provision.

Ans. Month for year's service - three weeks for nine months,
two weeks for six months,
one week for three months

Ques. 3. Other stated conditions of employment.

Ans. Ten days' sick leave within year.

Ques. (d) Describe policy and organization for financial promotion.

Ans. 1. Budget is assigned by general secretary after conference with other officers of Board to synodical societies under specific items - as salaries (individual missionaries) at specific schools, scholarships, expenses at specific stations, buildings, general fund; synodical apportions to presbyterial societies, presbyterial societies to local organizations.
2. Quarterly statements are sent synodical and presbyterial officers giving receipts at end of each quarter; quarterly financial leaflets, giving condition of treasury, are circulated through officers and correspondence from headquarters.
3. Speakers are given specific objects of organizations they are to visit and receipts from societies up to date.
Financial promotion in women's societies is carried by general secretary and assistant secretary: in young people's organizations by secretary for young people's work and assistant secretary for young people's work.

Ques. (e) Describe policy and organization for education, publicity and advertising.

Ans. General Secretary's office.
Assistant Secretary - Publicity -
Leaflet Literature (educational, promotional, financial - general specific, programs and methods.)
Issued each month to 2000 subscribers to leaflet literature and through mail orders for literature on monthly topics - 19,000 letters received in Lit. Dep't in 1922.
News from the Field-Multigraphed sheet sent monthly to synodical and presbyterial presidents and church periodicals. Example, "Continent" carried one item from last issue in July 5th number and two in July 12th.
Scholarship letters - from field, sent twice a year to scholarship
Salary Letters - from missionaries to those paying their salary. Two written a year.
leaflet.
Speakers' Bureau - 4 traveling field secretaries - one located in Chicago, officers located at headquarters, volunteer speakers from Board membership constitute speakers, addressed over .
Editor of Magazine - Home Mission Monthly - 40,500 subscribers
Secretary for Missionary Education - (Home Mission Study Classes - 3,331 groups reported in 1922-23
Summer Conferences
Secretaries for Young People's Work - Education in young people's societies carried on through publications on assigned objects.
Student Secretaries - Visit colleges and give information on the general work of the Board with specific information on objects assigned college girls.

Ques. (f) Describe any other policies or methods of your Board which are essential for an intelligent understanding of your methods of operation.

Attach a copy of your last Annual Report.

V. INTERDENOMINATIONAL RELATIONSHIPS

Ques. (a) With what interdenominational bodies do you formally cooperate? How and for what purposes?

BUDGET

1923 - 24

ADMINISTRATION

Salaries Officers	$22,200.-
" Clerks	28,500.-
" Extra	1,500.-
Auditor	800.-
Office Expenses & Equipment	1,800.-
Postage	1,700.-
Printing	1,200.-
Stationery	1,200.-
Rent (exclusive H.M.M., Student and Literature.)	8,430.-
Travel Officers	#5,500.-
Margin	2,314.-
	$75,144.-

# Travel incurred in administration of Field included in Field Work Budget; Board members have always paid their own expenses to Board meetings.

MAKING THE WORK KNOWN

Field Work - Speakers Fund - Traveling Expenses & Salaries	12,000.-
Advertising	1,000.-
New York Office	
Chicago Office	
Pacific Coast Headquarters	2,500.-
General Assembly & Biennial Exhibit	500.-
	16,000.-

LITERATURE

Salaries Clerks	10,100.-
" " extra	200.-
Office Expenses and Equipment	150.-
Postage	2,500.-
Printing (net)	10,000.-
Stationery	400.-
Express charges	500.-
Rent	1,708.-
	25,558.

HOME MISSION MONTHLY

Salary Editor and Clerks	6,784.-
" Clerks extra	150.-
Office Expenses and Equipment	125.-
Postage	2,210.-
Printing	20,544.-
Addressing	1,142.-
Stationery	200.-
Rent	714.-
Mailing	2,657.-

Home Mission Monthly (Continued)

Illustrating///.................	600.-
	$23,106.-
Less Receipts..............	18,000/-
Estimated approx. Deficit.......	$5,106.-

Missionary Mail (Children's Work	$1,000.-
Student Work (including rent)...	6,000.-
	7,000.-

EXPENSES DIRECTED BY GENERAL ASSEMBLY

Minutes for General Assembly.....	550.-
Annual Report.....................	1,800.-
New Era Movement..................	21,000.-
Travel (Board officers to G.A.)..	1,000.-
	$24,350.-

OTHER EXPENSES

Interest on Money Borrowed.......	6,000.-
Council of Women for Home Missions	100.-
Exchanges.........................	200.-
Latin America Committee..........	1,150.-
Collections refunded.............	775.-
Student Fellowship...............	300.-
Cuba-Book Store..................	300.-
Fire Insurance (Mission Field)...	7,000.-
	$15,825.-

Special Item (National Conference)	3,500.-
	$3,500.-

GRAND TOTAL............$166,185.-

Ans. See III d (page 3)

Ques. (b) On what interdenomination bodies do you have formal representation? By whom represented?

Ans. Board for Christian Work in Santo Domingo
Mrs. F. S. Bennett - Miss Edna R. Voss
Council of Women for Home Missions
Mrs? F. S. Bennett
Miss Lucy H. Dawson
Mrs. Harry C. Louderbough
Miss Emma Jessie Ogg
Miss Elinor K. Purves
Mrs. Samuel Semple
Mrs. C. L. Thompson
Miss Edna R. Voss
Mrs. D. E. Waid
Committee on Co-operation in Latin America
Mrs. F. S. Bennett, President

Ques. (c) What are your financial obligations with regard to interdenominational bodies?

Ans.

1.	Board for Christian Work in Santo Domingo............	$10,000.00
2.	Religious work in Indian government schools...........	1,000.00
3.	Latin American Committee..............................	950.00
4.	Council of Women for Home Missions	
	a. Annual grant..................................	75.00
	b. Farm and Cannery Migrants........................	2,500.00
	Total..	$14,525.00

VI. OPERATING BUDGET FOR CURRENT YEAR

Ques. Append a copy of your detailed operating budget for the current year, showing the amount of proposed expenditure for each main dividion of your work.

Ans. Attached.

Ques. Indicate particularly the amount which you will expend for each of the following:

Salaries of executive officers
Salaries of clerks and stenagraphers
Travel of executive officers
Travel of Board members
Rent
General office expenses
Literature
Advertising
Other promotion, educational and publicity expenses
Other general items (other than actual missionary expenditures on the field)
Append a copy of your last annual financial statement.

Ans. Appended

VII. AIMS AND OBJECTIVES

Ques. State what you regard to be the specific objectives of your work; that is, just what in particular things are you attempting to accomplish through your various types of acitivites.

Ans. Aims - " .... to carry on the work of missions through schools, hospitals and educational institutions" - Act of Incorporation.
To train up a Christian leadership in all the communities in which the Board works.
To promote interest in the mission field, prayer and giving among the women and young people of the church, to whom the work was committed by the General Assembly through missionary education and information.

VIII. OFFICE SPACE

Ques. (a) Describe the amount of office space at headquarters which you use for your present force and activities.
Is this adequate? If not, how much additional space do you require?

Ans. Offices of the Woman's Board occupy space on the sixth floor of 156 Fifth Avenue to the amount of 5,694 square feet, and on the fourth floor of 156 Fifth Avenue, 400 square feet. This space is adequate in amount but the location of two rooms on the fourth floor which should be in close proximity to the Field Work Department, is unsatisfactory.

Ques. (b) What other offices have you? Give place, amount of space in each, and reason for maintenance of each such other office.

Ans. The Woman's Board maintains a Pacific Coast office, (560 square feet) and situated at 278 Post Street, San Francisco, California, for purposes of promotion and the sale and distribution of literature. The rent is $600 per year.
The Board also maintains an office on the thirteenth floor of the Temple Building, 77 West Washington Street, Chicago, Illinois _______ square feet. The space and amount for rental are still under discussion. This office is maintained for the purpose of promotion.

Ques. (c) If office is rented, when does your present lease expire?

Ans. The lease of the officesof the Woman's Board expired on May 1, 1923, and no lease is in force at present. A monthly rental is being paid for space on the sixth floor, amounting to $947 per month, and for space on the fourth floor, amounting to $42 per month; total $989 per month.
The Board understands that this represents $3 per square foot with 1/3 off.

IX PUBLICATIONS OF YOUR BOARD

Question (a) Periodicals.

Append a copy of a recent issue of each of your regular periodical publications, stating for each;

Ans.

Home Mission Monthly

The frequency of its issue - Monthly

Constituency for which designed - Women and young people in missionary organizations

Purpose - To give up to date field news to missionary organizations and suggestions, methods for promotion of work.

Circulation - 40,500

Net Cost - $179.54

By whom edited - Miss Theodora Finks

Missionary Mail

The frequency of its issue - 6 times a year - 3 Home and 3 Foreign numbers

Constituency for which designed - Junior Christian Endeavor, Light Bearers and Little Light Bearers Organizations.

Purpose - To give information to leaders of these groups from the different stations toward which the contributions of the above organizations go, also to give suggestions and help to carry on the work in these groups successfully.

Circulation - Subscription list 6,394
Free list 5,347
Total Mailing List 11,741

Net Cost - to the Woman's Board of Home Missions - $899.72

By whom edited - Miss M. Josephine Petrie, for the Woman's Board of Home Missions.

Westminster Guild Bulletin

Home and Foreign Publication

The frequency of its issue - 3 times a year with a supplement

Constituency for which designed - Westminster Guild Chapters and Circles.

Purpose - To give information to the Westminster Guild Chapters and Circles from the different missionaries and stations supported by the Guild, also announcements of study work and suggestions for Bible study.

Circulation - Subscription list 1,694
Free list 2,611
Total Mailing list 4,305

Net Cost - to the Woman's Board of Home Missions - $343.77

By whom edited - Miss Emily E. Gordon for the Woman's Board of Home Missions.

Ques. (b) Other literature published by the Board.

Append statement of number of pamphlets, leaflets, etc. published during last year giving for each'

Number issued
For whom intended
How circulated

Ans. Appended

Ques. (c) Do you issue any of the following

Clip sheet or other regular publicity service for papers and magazines

Multigraphed, mimeographed or printed letters for circularization

IX - Publications of your Board

(b) 1 - Publications purchased and distributed by Woman's Board of Home Missions of the Presbyterian Church in the U. S. A. during fiscal year 1922-23

Copies	Pages	Classification
5,600	100,400	New Impressions - Priced
25,200	215,200	Reprints - Priced
369,000	2,402,075	New Impressions - Free
108,475	1,161,000	Reprints - Free
55,100	328,200	Aids for Home Mission Study
83,150	808,950	Aids for Young People's Department
20,200		Home Field Extra (published 10 months of the year)
58,200	80,000	Praise Meeting Supplies
22,501	110,000	Free publications issued jointly with Woman's Board of Foreign Missions
25,000	4,800,000	Priced publications issued jointly with Woman's Board of Foreign Missions
17,625	164,800	Aids for Westminster Guild published jointly with Woman's Board of Foreign Missions
250		Maps
788,301	10,170,625	Total

36,000 —————— Mite Boxes

508,924 —————— Collection Envelopes

14,387 —————— Text Books published by Missionary Education Movement

11,307 —————— Publications ordered from various sources

Receipts from sales of literature - $18,561.39

(b) 2 - Publications are prepared and purchased for use in women's and young people's societies and distributed through them.

(b) 3 - How circulated -

1. - By circularizing officers and leaders
2. - By leaflet subscription, 50 cents a year, to 2000 women
3. - By mail orders
4. - By mission study classes

Bulletins for workers
Other information bulletins

Ans. Multigraphed sheet "News from the Field", issued monthly sent to church periodicals.

Ques. (d) How many different stereopticon lectures has your Board on its work?
Total number of showings of such lectures last year.

Ans. Stereopticon slides used only by those familiar work work —
Board members and officers.

X ANNUAL CONFERENCES

Ques. (a) Stated conferences regularly conducted by your Board, giving for each;
Ans. Usual place and date; Annual Meeting in connection with General Assembly
For whom intended - for women in attendance at General Assembly
Purpose - To give information on the work of the field and to inspire to greater endeavor through presentation of the needs.

Usual place and date; For whom intended - Purpose ;; Biennial meeting for accredited delegates from synodical and presbyterial societies "held in May of each alternate year, in the even years, at such place as may be designated by the Board, at which reports of the work, inspirational addresses, reports from missionaries and general home mission information shall be presented."

Operation —
Usual attendance - 250 - 300
How expenses are defrayed -For Board officers in attendance by the Board, for delegates from synodical and presbyterial societies by those organizations.
Average cost to Board - $500 - $1000 depending on place and program.

Ques. (b) Stated conferenced not conducted by your Board but in which you regularly cooperate
Indicate by whom and under what auspices conducted
Ans. 1.Council of Women for Home Missions - Annual Meeting
Usual place and date - New York, January
For whom intended and Purpose - For conference of representatives of constituent Boards
Operation -
Usual attendance - 150 - 200
How expenses are defrayed and Average cost to Board - No expenses except when meeting is held out of city - expenses then of delegates.

2.Mountain Workers Conference
Usual place and date - Knoxville, Tenn. - April
For Whom intended - For all workers in any agency doing mountain work
Purpose - To talk over mountain problems and work out better programs
Operation -
Usual attendance - 100 - 150
Average cost to Board - $25., and expenses of representative.

YOUNG PEOPLE'S DEPARTMENT
in
BOARD OF NATIONAL MISSIONS
(Suggested plan)

In view of the fact that the Department of Young People's Work of the Woman's Board of Home Missions is involved in the reorganization of the Boards of the Church, the Woman's Board of Home Missions would make the following statement and recommendations:

The Department for Young People's Work has functioned for thirty years, cooperating in every way possible with similar departments of other Boards as they have come into existence. It has been a training school which has educated the young people, has developed officers for the woman's organizations, leaders of missionary groups of children, young people, Westminster Guild, teachers of mission study classes, etc. It has been a means of enlisting the interest and cooperation of many parents in missions through interesting their children in these great enterprises of the church. Through the money gifts of the various organizations it has also been an increasingly dependable financial asset for the Woman's Board. The amount credited through it during the first year was $32., the record for 1922-23 shows the total of $132,75[illegible].00 contributed for schools, hospitals and community work. About 600 synodical and presbyterial secretaries are giving volunteer service for the presentation of missionary work to the various groups of young people and in addition an army of leaders of local societies are stimulating interest.

The reorganization of the Boards will bring this department into new relationships. In the plan for the Board of National Missions provision has been made for a "Department of Promotion of Woman's and Young People's Organizations". (See Report on Reorganization and Consolidation of the Boards and Agencies of the Presbyterian Church, U. S. A., III, F "Division of General Promotion" (b)

The officers and committees responsible for the various groups of young people, among which the Woman's Board has worked in promoting missions, have considered carefully how this work can be done most efficiently in the future and have reached the conclusion that the promotion of work for all young people should be correlated and set up in a department separate from the Promotion of Women's Organizations. In order that there may be a unified program for the local young people it seems desirable for the Board of National Missions to set up a Young People's Department which may cooperate in all ways with the Board of Foreign Missions and Board of Christian Education in making out programs, etc. It is thought, however, that this department and the department of Promotion of Women's Organizations should be so closely connected that there will be one continous course in missionary training and promotion from the youngest children through the different age groups, whether in college, Christian Endeavor, Westminster Guild for World Service on to the Woman's Missionary Society.

That the missionary interest and gifts of young people may be conserved the Woman's Board of Home Missions made recommendations to the Committee on Reorganization; and it would at this time offer more detailed suggestions as to the development of the work for young people.

Outline for Young People's Department in Board of National Missions.

I. There shall be a Young people's Department under the Board for the promotion of National Missions in the young people's organizations with an executive secretary and such associate secretaries as are needed.

II. The executive secretary (woman if possible) for young people's work shall be responsible for the policies of this department and for the representation of the Young People's Department in all Board and inter-board councils. This secretary shall coordinate the work of the department, shall correlate the work of this department with that of other departments of this Board and shall correlate its program for young people with that of the Board of Foreign Missions and with that of the Board of Christian Education.

III. 1 - An associate secretary (man or woman) shall be responsible for the promotion of missionary interest in Sunday Schools, C. E. Societies and children's organizations and shall assign to them for support such objects as shall be mutually agreed upon by the Divisions of the Board of National Missions.

2 - An associate secretary (woman) shall be responsible for the promotion and cultivation of Westminster Guild for World Service and young women's missionary societies and shall assign to them for support objects under the Division of Schools and Hospitals. Girls' Sunday School classes organized as expressional groups and choosing Westminster Guild for World Service as their program shall be under the care of this secretary.

3 - There shall be two secretaries (man and woman) who shall be responsible for the presentation of National Missions to the students in colleges and universities. (See paper on Student Work).

IV. There shall be a committee of three members of the Board which shall act in an advisory capacity to the Department as a whole and to each of its several sub-divisions (e.g. See paper on Student Work, paragraph 9). At least one of the representatives shall be one of the Board members on the National Council of Westminster Guild for World Service.

V. That there may be a unified program for Young People's Work there shall be established an executive council, composed of secretaries of the Young People's Departments of the Boards of Foreign Missions, National Missions and Christian Endeavor. This council shall elect its own chairman, shall meet at least four times a year and shall plan an effective program for the young people of the Church and see that the secretaries of each Board carry out their part.

VI. There shall be an advisory committee composed of nine members, three from the Board of Foreign Missions, three from the Board of National Missions, and three from the Board of Christian Education, appointed by the respective Boards. The young people's committee of the Board of National Missions shall be the three members from that Board on this advisory committee. The members of this committee shall carry to their respective Boards any plans needing the indorsement of said Boards.

PROMOTION

Church Y. P. W. M. Soc.

Sunday School Y.P. Organization Student Work

L.L.B. & L.B. C.E. W.G.W.S. Y.W.

This chart is intended to show how the Department of Young People's Work falls under the Divison of General Promotion. The young people have a two fold relationship - to the Church as individual members and to the women's presbyterial and synodical societies as organized groups.

The young people are found in the three sections indicated above - Sunday Schools, young people's organizations and colleges, each having some missionary program which must be promoted through the Board. Moreover, under the young people's organizations are grouped Little Light Bearers, Light Bearers, Christian Endeavor, Westminster Guild for World Service and young women's societies, the latter two very closely allied with the women's organizations as being the logical feeders for the mature societies, (as dotted lines indicate.)

XI SUGGESTIONS AS TO THE DEPARTMENTS UNDER NATIONAL BOARD

Ques. (a) What departments, bureaus, offices or other sub-divisions than those provided for in the form of Organization of the National Board as approved by the General Assembly do you regard as necessary for the proper conduct of the work now being conducted by you?

Ans.
1. Young People's Department
2. Candidate or Recruiting Department (separate from Publicity Work)
3. Office of Field Superintendent

(The Woman's Board recommends that under the Division of Promotion there be not special departments of Field Work (a) nor of Legacies, Annuities and Special Gifts (b), but that the district offices be under the general direction of the Divison of Promotion for co-ordination and under the special direction of the departments under this for promotion, as for instance woman district secretaries be under the women's department; and that promotion of special gifts, annuities, legacies be carried by the departments already having contacts with individuals and societies through well-established channels, the technical work involved being of necessity carried by the Treasury Department. This will obviate the necessity of having three departments at work on special gifts, etc.)

Ques. (b) What suggestions have you to make as to the relation of this work to other phases of the Board's work?

Ans. See chart on organization of Board of National Missions attached.

Ques. (c) What sub-committees of the Board do you regard as necessary for its proper conduct?

Ans.
- Committee on Field Work
  - Sub-Committees for various divisions
- Committee on Promotion
  - Sub-Committees for various departments
  - Sub-Committee on Publicity, consisting of general secretary, Heads of Divisions and Departments.

Candidate or Recruiting Department

Candidate and Recruiting Department shall be a department of the Field Divisions; the work of this department shall be the securing of candidates for definite positions in all divisions, through seminaries, technical schools, normal schools and colleges. The work of this department shall in no sense be promotion; personelle departments, appointment bureaus or committees, individual young men and women definitely seeking openings for religious work will constitute the channels of approach for this department. (The Student Department will continue its program of publicity in colleges and will refer to the candidate department the names of young men and women who desire information regarding present openings on the mission field, or intend later to become missionaries.)

The head of this department should be one who has definite knowledge of the field, the stations, positions open and through technical training and experience can determine in a general way the fitness of the candidate for the opening or openings and make recommendations to the division heads.